2002-03 Resource Management Planning Terms of Reference

Omineca-Peace / Prince George Forest Region

1 Introduction

1.1 Background

The purpose of the RMP is to identify regionally significant resource investment priorities recognising:

- the strategic objectives and investment criteria of Forest Renewal BC;
- the resource management stewardship responsibilities of the Ministries of Environment, Lands and Parks (MoELP) and Forests (MoF);
- the technical expertise and advice of all forest licensee stakeholders, as represented by the Northern Forest Products Association (NFPA).

The purpose of this document is to clarify the terms of reference for each planning component of the 2002-2003 Resource Management Plan (RMP) in the Omineca-Peace / Prince George Forest Region. The expected planning process is described, as are the role(s) of participants, and the content of the plans produced. Foremost is the understanding by the four key partners (FRBC, Ministry's and NFPA) that development of the 2002/03 RMP will be through a collaborative and consultative process, with open communication involving all interested, and directly affected stakeholders.

1.2 Resource Management Planning Structure

The completion deadline for the RMP is **September 30, 2001**. In order to meet this deadline, a hierarchy of four implementation committees has been formed to direct specific components of the plan:

Senior Resource Managers Committee

A high level management committee represents the resource management interests of the major stakeholders of resource management planning. This committee consists of the following individuals:

Joyce Beaudry, Regional Director, Forest Renewal BC

Ray Schultz, Manager, Prince George Forest Region

Wally Eamer, Regional Director, Ministry of Environment, Lands and Parks

Doug Routledge, Manager, Northern Forest Products Association

The role of this committee is supervise and support the RMP process by encouraging the participation of their resource management staff and forest industry colleagues, and to review for their approve the final Regional RMP.

Omineca/Peace RMP Steering Committee

An *RMP Steering Committee* has been established, consisting of representatives from Forest Renewal BC, the Ministry of Forests, the Ministry of Environment, Lands and Parks, and the NFPA. This steering committee monitors the work of three *Technical Planning Committees*, representing each component of the RMP, in order to ensure process, content and timelines compliance. The steering committee will also direct planning resources as required to ensure the completion of the document.

Regional Technical Planning Committees

Three *Technical Planning Committees* co-ordinate the planning within each component of the RMP: (1) Sustainable Harvest, (2) Enhancing Environmental Values, and (3) Strengthening Sustainable Forest Management.

Sustainable Harvest Technical Planning Committee

The regional SH Technical Planning Committee, co-ordinated by Les Herring, consists of a Ministry of Forests representative from each of the 8 forest districts. This representative will ensure that the 2001/02 District SH plan are revised based on operational accomplishments, unanticipated resource management needs, and new information brought forward since its completion in 2000. The co-ordinator will ensure the regional SH summary reflects local issues and priorities within each management unit.

Enhancing Environmental Values Regional Planning Team

The EEV Regional Technical Planning Committee, co-ordinated by Ray Pillipou, will revise the 2001/02 Regional EEV plan based on operational accomplishments to date, recently completed watershed restoration plans, and new information brought forward since its completions in 2000. The RMP will be revised in co-operation with local stakeholder groups.

Strengthening Sustainable Forest Management Technical Planning Committee

The regional SSFM Technical Planning Committee, co-ordinated by Les Herring, will ensure further development of the 2001/02 regional SSFM plan through completion of 13 detailed tactical plans, in co-operation with Tactical Planning Team Chairs/co-chairs.

District Stakeholder Groups

These district level, ad hoc groups comprise the local resource management staff of the two resource ministries, their licensee counterparts, as well as other local stakeholders directly affected by the RMP process, its resulting recommendations and future implementation. Depending on the RMP component these groups are formed to complete local plans, advise Regional Technical Planning Committees, and review and comment on the resulting regional RMP.

Figure 1a and 1b illustrate the hierarchical structure of the 2002/03 Resource Management Planning Process, its committees and planning teams.

2 Terms of Reference for 2002/03 RMP Development

2.1 Forest Renewal BC's Funding and Performance Measures

Forest Renewal BC has set the budget level for 2002/03 investments in the Omineca-Peace region at approximately $38.5 million. The proportion allocated by Strategic Objective is presented in Appendix 1. The proportion allocated by planning unit (forest district) is presented in Appendix 2.

Investment performance measures have been established to ensure that Forest Renewal BC meets its performance targets for each Strategic Objective These measures are outlined in Appendix 3.

2.2 Roles, Responsibilities and Expectations (Agencies and Stakeholders):

MoF and MoELP, as stewardship agencies, are responsible for identification and prioritisation of resource management investment opportunities. This includes involvement of agreement holders and others with relevant technical expertise. Forest Renewal BC, as an investment agency, is responsible for selection of investments and for ensuring overall accountability of these expenditures. This includes informing interested parties (industry, labour, First Nations, environment, community, and government organisations) about the investment planning process and opportunities for involvement.
The working relationships, roles and responsibilities must be clear in order to ensure completion of a comprehensive and useful RMP within the planning timeframe. Together, the resource agencies, the NFPA and Forest Renewal must display a cohesive RMP planning process which is fundamental to Forest Renewal's strategic planning goals.

Forest Renewal BC will:

- participate as a member of the regional *RMP Steering Committee*;
- participate in *Technical Planning Committee* meetings at the request or invitation of committee co-ordinators;

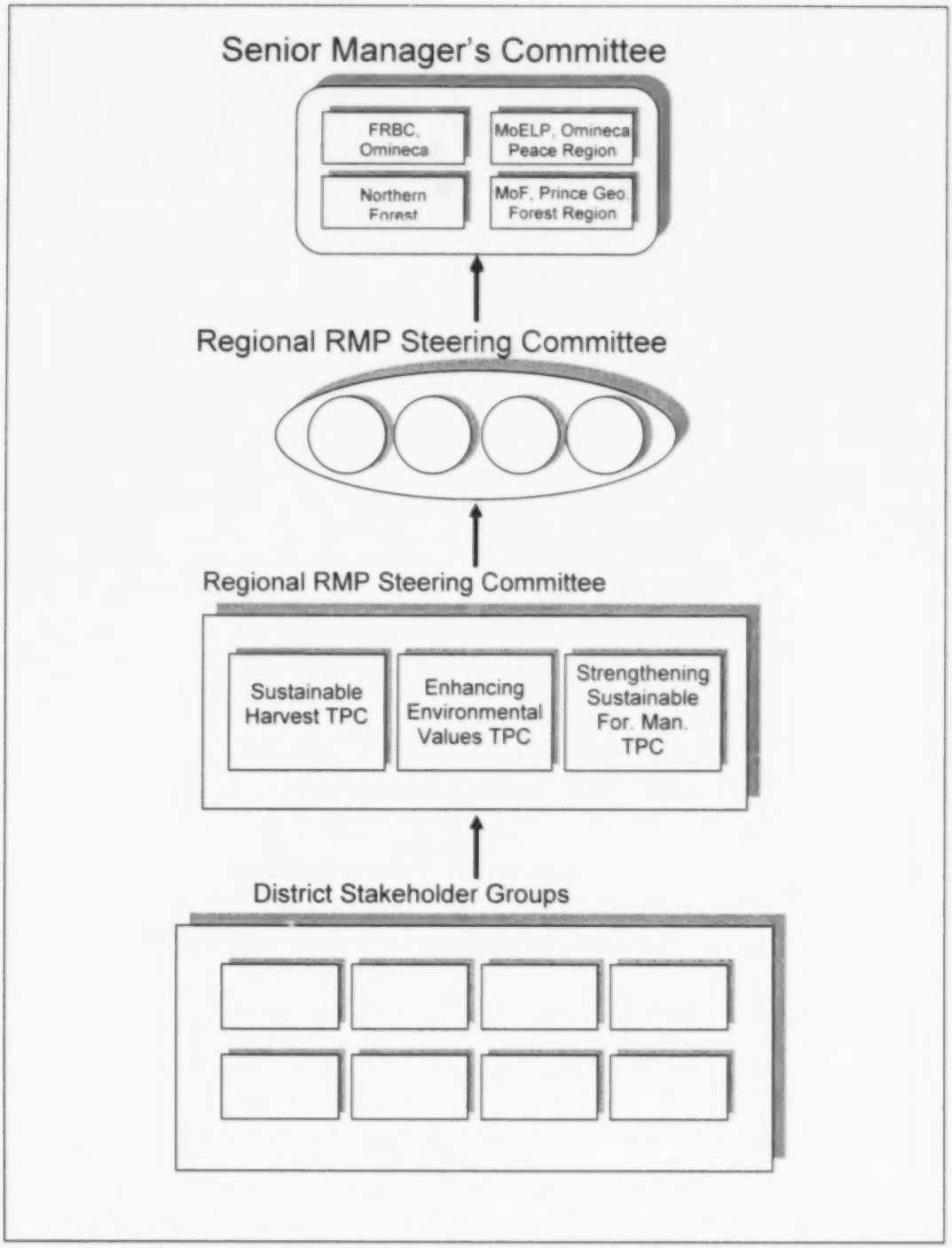

Figure 1a **Illustrating the hierarchical structure of the Resource Management Planning process**

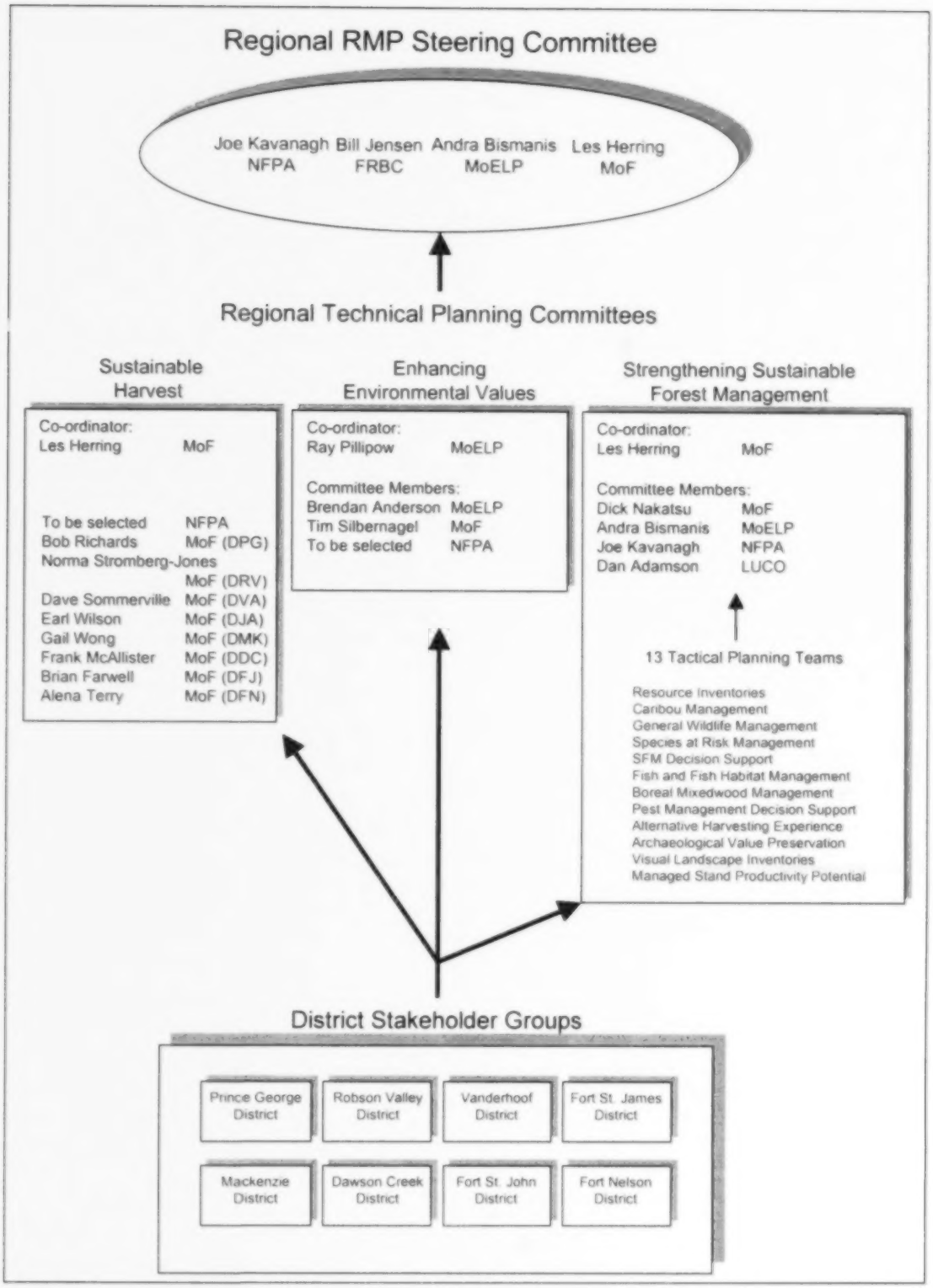

Figure 1 b **Illustrating the Resource Management Planning Committee infrastructure**

- provide information, clarification and direction regarding the planning process, to MoF, MoELP and the NFPA as required, or requested;
- assist *Regional Technical Planning Committees*, where justified, by providing planning support beyond that available through the agencies and participating agreement holders.

Ministry of Forests will:

- work co-operatively with MoELP to co-ordinate, plan and deliver each component of the RMP to Forest Renewal within the established timeframes;
- provide the secretariat to prepare the regional RMP for submission to Forest Renewal BC;
- keep Forest Renewal BC informed of RMP planning meetings in the districts and region.
- conduct the RMP planning process in accordance with the *Guidelines for the Development of Resource Management Plans for 2002/03*, the approved guidelines for each RMP component and the submission deadlines specified these terms of reference.
- participate in the *Regional Technical Planning Committees* (SH, SSFM and EEV) as co-ordinators and committee members;
- provide technical specialists to chair/co-chair SSFM Tactical Planning Teams;
- participate in the *District Stakeholder Group* meetings by request or invitation of the group leaders.
- provide technical support to Forest Renewal as required to present the RMP to local stakeholders during investment planning meetings in each management unit.

Environment, Lands and Parks will:

- work co-operatively with MoF to co-ordinate, plan and deliver each component of the RMP to Forest Renewal within the established timeframes;
- conduct the RMP planning process in accordance with the *Guidelines for the Development of Resource Management Plans for 2000/01*, the approved guidelines for each RMP component and the submission deadlines specified in these terms of reference;
- keep Forest Renewal BC informed of RMP planning meetings in the districts and region;
- participate in the technical planning committees (SH, SSFM and EEV) as co-ordinators and committee members;
- provide technical specialists to chair/co-chair SSFM Tactical Planning Teams;
- provide technical support to Forest Renewal as required to present the RMP to local stakeholders during investment planning meetings in each management unit.

The Northern Forest Products Association will:[1]

- encourage their licensee members and affiliates, to participate in *District Planning Groups,* in association with MoF and MoELP to identify and prioritize all resource management needs for their management unit, including those within and outside the scope of FRBC strategic objective.
- Encourage their licensee members and affiliates to participate in local District Stakeholder Group planning activities, and to serve on *SSFM Tactical PlanningTeams.*
- Appoint technical specialists to participate in *Regional Technical Planning Committees* and to Chair *SSFM Tactial Planning Teams.*

2.3 RMP Components and the Division of Planning Responsibilities

This section describes the 3 components making up the 2002/03 RMP, and specifies the division of responsibility within each component.

The division of responsibilities between the *Technical Planning Committees* and the *District Stakeholder Groups* are described below, for each component of the RMP. To avoid confusion between the three organisational levels involved in the development of this RMP, please refer to Figure 1 of this document.

Sustainable Harvest Component

- The Enhanced forestry, backlog silviculture and forest health enhancement activities making up this component of the RMP must be developed within the context of the management unit (TSA, or MoF forest district). The *District Stakeholder Groups*, chaired by local members of the *SH Technical Planning Committee* will therefore assume the lead role for reviewing the 2001/02 RMP for errors and omissions, and revise the content of the local plan based on 2001 accomplishments and new resource information. The local SH Technical Planning Committee member will be responsible for documenting the revised plan ***(draft)*** according to the content and format required in the SH guidelines, and submit it to the Co-ordinator of the SH Technical Planning Committee by **July 20, 2001**.
- The "10 Principles of Partner Involvement in Resource Management Planning" (Appendix 4) **must be reflected** in the process leading to the 2002/03 SH RMP. The District Technical Planning Committee representative will distribute the draft SH RMP to all district stakeholders **between July 21 and August 31, 2001** for their review and comments.
- From each district RMP, activities, issues and priorities will be assembled into a regional SH RMP document by the Co-ordinator of the SH *Technical Planning Committee*. From this priority list, elements which are eligible for Forest Renewal Sustainable Harvest investments will be identified, and recommended as investment priorities for 2002/03. The Co-ordinator will submit the Regional

[1] as a representative of all licensee agreement holders.

SH RMP ***(draft)*** to the Forest Renewal BC Regional Director, and to MoF Corporate Policy and Planning Branch by **August 3, 2001**.

- The District Technical Planning Committee representative will revise the draft plan, if necessary based on review comments, errors and omissions, and submit the final SH RMP to the Regional Co-ordinator **by September 14, 2001**.
- The Co-ordinator will submit the Regional SH RMP ***(final)*** to the Regional Director of Forest Renewal BC by **September 30, 2001**.
- The Co-ordinator will submit the Regional SH RMP ***(final)*** to MoF Corporate Policy and Planning Branch by **October 9, 2001**.

Table 1. Roles and responsibilities for SH Resource Management Planning

Planning Roles	**Planning Outputs**	**Responsibility**[2]			
		NFPA	*MoELP*	*MoF*	*District Stakeholder Groups*
TPC Activities[3]	1. Co-ordinate the work of the Technical Planning Committee			**1**[4]	
	2. Co-ordinate the work of the District SH Stakeholder Group				**1**[5]
	3. Document and deliver District SH RMP				**1**[6]
	4. Assemble and deliver Regional SH RMP	**1**		**1**	
	5. Distribute the SH RMP to all stakeholder groups	**1**		**1**	
Liaison	1. design, communicate and facilitate the Regional SSFM planning process	**1**		**1**	2
	2. participate in process	3		**2**	**1**

[2] 1 – primary responsibility
2 – secondary responsibility (support role)
3 – tertiary responsibility (support role)

[3] Regional Technical Planning Committee

[4] Co-ordinated by FRBC Planner (MoF)

[5] Led by District Co-ordinator

[6] Role of District Co-ordinator

Strengthening Sustainable Forest Management Component

- This component of the RMP identifies and prioritises detailed knowledge investments required to ensure the sustainable management of all forest resources. The *SSFM Technical Planning Committee* is responsible for ensuring completion of detailed tactical plans for 13 key SSFM issues identified in the 2001/02 SSFM RMP.
- The Technical Planning Committee will appoint leading technical specialists in each issue as Chair/Co-chairs of Tactical Planning Teams, with the acknowledgement and support of senior Resource Managers from both agencies and the NFPA.
- Chair/Co-chairs for each Tactical Planning Team are responsible for Team organisation, planning activities and Tactical Plan documentation, based on the format and content requirements in the SSFM Guidelines. Chair/Co-Chairs must submit their early (skeleton) drafts to the Regional SSFM Technical Planning Committee **by July 12, 2001**. Tactical Plans ***(draft)*** must be similarly submitted **by July 31, 2001**.
- The Regional Technical Planning Committee will assemble the plans, and submit the Regional SSFM RMP ***(draft)*** to the FRBC Regional Director, senior Resource Managers in the Region and at Headquarters (HRMP managers) for their review and comments **between August 13 and 31, 2001**.
- The Regional Technical Planning Committee will distribute the Regional SSFM RMP ***(draft)*** to all District Stakeholder Groups for review and comment **between September 3 and 13, 2001**.
- The Tactical Planning Chair/Co-Chairs must submit their final Tactical Plans to the Regional SSFM Technical Planning Committee **by September 14, 2001**.
- The Regional Technical Planning Committee will revise the Regional SSFM RMP and submit the final version to Forest Renewal BC **by September 30, 2001**.
- The Regional Technical Planning Committee will submit the final version of the Regional SSFM RMP to MoF Corporate Policy and Planning Branch **by October 9, 2001**.

Table 2. Roles and responsibilities for SSFM Resource Management Planning

Planning Roles	Planning Outputs	Responsibility[7]			
		NFPA	*MoELP*	*MoF*	*District Stakeholder Groups*
TPC Activities[8]	1. Co-ordinate the work of the Technical Planning Committee			1[9]	
	2. Support the planning activities of Tactical Planning Teams	1	1	1	
	3. Assemble and deliver final SSFM RMP	1	1	1	
	4. Distribute for review the draft and final SSFM RMP	1	1	1	
Liaison	1. Design, communicate and facilitate the Regional SSFM planning process	1	1	1	
Tactical Planning Teams	1. Nominate, organise and administer tactical planning teams[10]	3	3	3	3
	2. Complete documentation of Tactical Plans	3	3	3	3

[7] 1 – primary responsibility
2 – secondary responsibility (support role)
3 – tertiary responsibility (support role)

[8] Regional Technical Planning Committee

[9] Co-ordinated by FRBC Planner

[10] Led by Team Chair/Co-chairs representing NFPA and agency technical specialists

Enhancing Environmental Values

This RMP component supports FRBC watershed restoration strategic objectives by:

- identifying target watershed units within the region;
- identifying fish species and/or special stocks of concern;
- develop/maintain watershed unit maps
- select and document key watershed units for restoration investment, according to format and content requirements specified in the EEV Guidelines;
- review and approve watershed restoration workplans
- identify EEV and watershed related issues within the region;.
- A *Technical Planning Committee* will assume the lead role in preparing the regional EEV plan. *District Stakeholder Groups* will contribute local expertise and support particularly in the identification of stewardship issues and investment needs falling outside of the strategic and funding criteria of Forest Renewal BC. Table 3 specifies the roles of agencies and stakeholders in the planning process.
- The Technical Planning Committee will submit the Regional EEV RMP (***draft***) to the FRBC Regional Director and District Stakeholder Groups for review and comment **by August 13, 2001**.
- The Technical Planning Committee will make any necessary changes to the draft and submit the Regional EEV RMP (***final***) to Forest Renewal BC **by September 30, 2001**.

2.4 Directly Affected Stakeholders

Forest Renewal's planning processes must be transparent. District Stakeholders who are directly affected by Resource Management Plans must have an opportunity to participate in the planning process. Directly affected stakeholders may include but not be limited to, MYA and AA proponents, implementing partners, TFL's, Woodlot Associations, IFPA's, EFMPP's, TRIM II, CLUPE, DFO, Fisheries Renewal, First Nations partners and proponents. Appendix 4 contains the general principles for stakeholder involvement.

Table 3. Roles and responsibilities for EEV Resource Management Planning

Planning Role	Planning Outputs	Responsibility[11]			
		NFPA	*MoELP*	*MoF Region*	*District Stakeholder Groups*
TPC[12]	1. Organise and administer the work of the Technical Planning	**1**	**1**	**1**	
	2. Distribute draft and final EEV RMP to all stakeholders	**1**	**1**	**1**	
	3. Review and approve local Watershed Restoration Plans	**1**	**1**	**1**	
Liaison	1. design, communicate and facilitate the Regional EEV planning	3	**1**	**1**	
	2. design communicate and facilitate District Stakeholder support		3	3	**1**[13]
Mapping	1. Regional watershed unit map		**1**	3	**2**[14]
Documents	1. Regional watershed list		**1**	**1**	**2**[15]
	2. Prepare and update annual Watershed Restoration Plans				**1**
	3. Watershed project status report		3	3	**1**[16]
	4. Effectiveness evaluation requirements		**1**	**1**	**2**[17]

[11] 1 – primary responsibility
2 – secondary responsibility (support role)
3 – tertiary responsibility (support role)

[12] Regional Technical Planning Committee

[13] Chaired by District Watershed Restoration Program Specialist

[14] District Watershed Restoration Program Specialist and Habitat Protection Officer

[15] District Watershed Restoration Program Specialist and Habitat Protection Officer

[16] District Watershed Restoration Program Specialist and Habitat Protection Officer, supported by MYA proponents.

[17] District Watershed Restoration Program Specialist and Habitat Protection Officer, supported by MYA proponents and other stakeholders.

2.5 Consensus and Conflict Resolution

While planners must ensure the planning process reflects the principles of partner involvement appropriate to the RMP component, the process is unlikely to guarantee consensus in either the identification of needs, or priorities amongst needs within each resource component. *District Stakeholder Group* leaders and *Technical Planning Committee* co-ordinators should therefore document within the RMP, areas of disagreement amongst planning participants.

If consensus cannot be reached, identify the disagreeing parties, the issues, and what steps were taken to resolve the dispute. The committee co-ordinator/team leader will provide a recommendation to Forest Renewal. If all else fails, it is suggested that you follow the steps for conflict resolution outlined below.

There three recommended steps to resolving conflicts:

1. Informal resolution among the parties (using constructive, interest-based negotiation)
2. Resolution by the senior regional administrators for each of the respective agencies.
3. Resolution by Assistant Deputy Minister level representatives of the agencies.

2.6 Reporting Requirements

The key RMP contacts for co-ordination of the roll up and submission of the RMP are Les Herring (MoF), Andra Bismanis (MoELP) and Ray Pillipow (MoELP). As a part of the Services Agreement, the ministries will maintain a record of the RMP development process with appropriate documentation.

District Stakeholder Groups, Regional Technical Planning Committees and Tactical Planning Teams must include a Stakeholder Consultation Report (similar to the template used for 2001/02 planning) in the appendix to their respective plans identifying the names and organisations of committee or team members, people invited to provide input and/or feedback, as well as all documentation of input and feedback received.

The RMP format and submission criteria will be consistent with the Provincial Resource Management Plan Guidelines document and corresponding guidelines for each Strategic Objective and with this "Terms of Reference" document.

The *Regional RMP Steering Committee* will jointly prepare an executive summary presentation of the RMP to Forest Renewal BC regional office as a part of their joint submission.

3 Approval Signatures

3.1 Ministry of Environment Lands and Parks

Authorised Signatory:

Title:

3.2 Ministry of Forests

Authorised Signatory:

Title:

3.3 Northern Forest Products Association

Authorised Signatory:

Title:

3.4 Forest Renewal BC, Omineca-Peace Region

Authorised Signatory:

Title:

Appendix 1 *2002/2003 Forest Renewal Investments by Strategic Objective, Omineca – Peace Region*

Strategic Objective	Allocation($ millions)
Sustainable Harvest	21.254
Enhancing Environmental Values	5.356
Strengthening Sustainable Forest Management	11.813

** Does NOT include funding allocation for Provincial Initiatives*

Appendix 2 *2002/2003 Forest Renewal Investments by Planning Unit,Omineca – Peace Region*

Planning Unit	Multi Year Allocation
Prince George	
Robson Valley	
Vanderhoof	
Fort St. James	
Mackenzie	
Dawson Creek	
Fort St. John	
Fort Nelson	
Critical Annual Dollars – Across All Units	

** Funding does not include Ministry's allocations*
** Funding does not include Regionally Scoped Projects and provincial projects*
** Currently annual funding has not been entirely committed in formal agreements but is planned upon.*

Appendix 3 *Performance Measures*

Forest Renewal, in co-operation with its partners, will continue to develop the analytical tools necessary to properly integrate return on investment criteria into the planning process. At this time we are confident the existing tools, resource management plans, and cumulative staff experience of Forest Renewal, industry, ministry and other stakeholder groups will make the best approximation of funding distribution next year to enable achievement of the strategic objectives. Professional foresters, engineers, geo-scientists and biologist will be called upon to provide professional advice on specific investment projects.

Strategic Objective One: Sustainable Harvest

Investments in this objective are targeted at both the volume and value of second growth timber that will be available for future harvest.

Key Target: Between 2000-2005, increase province wide timber available for potential harvest by 25 million cubic meters. In the Omineca-Peace Region, the indicated opportunity, which is to be used as targets for planning purposes, is 6.65 million cubic meters.

Critical Outputs for 2002/03:

- The economic value of timber on all enhanced forestry treatment areas be increased by between 5% and 30%;
- Silviculture investment decisions will be guided by forest level stewardship plans in 100% of management units;
- Planned activities must have reasonable cost estimates within regionally relevant cost guidelines; and provide realistic estimates of volume or value benefits due to treatment.
- Focus on positive changes for the planning unit as a whole.

Strategic Objective Two: Enhancing Environmental Values

Investments in this objective are targeted at restoring and enhancing environmental values of the forest, particularly through watershed restoration.

Key Target: Between 2000-2005, Forest Renewal BC will work with our partners to restore 20% of the high priority key watersheds in each region damaged or seriously threatened by past forest harvesting activities. Focus is on prevention or reduction of damage to fisheries and aquatic resources (including water quality) in high priority watersheds.

Critical Outputs for 2002/2003:

- Completion of watershed restoration plans for the 17 key watersheds identified in the 2001 RMP developed jointly by MOELP and MOF.

Strategic Objective Three: Sustainable Forest Management

Investments in this objective are targeted at improving the information, knowledge and skills necessary for sustainable forest management.

Key Target: Between 2000-2005, Forest Renewal BC will work with partners to identify and address key gaps in knowledge directed to achieving sustainability for upcoming TSRs and for strategic land us plans such as LRMPs that are underway.

Critical Outputs for 2002/2003:

Completion of Tactical Plans addressing the 13 key SSFM issues identified in the 2001 RMP. These plans will contain the technical detail required to identify:

- current, continuing activities identified as high priorities by the resource management agencies,
- transition activities which are not consistent with the Forest Renewal BC strategic objective, but for which funding is required to complete existing commitments, and
- required investments in new activities, consistent with the Forest Renewal BC strategic objective.

Appendix 4 *Principles for Stakeholder Involvement in Resource Management Planning*

The following ten general principles are designed to support sound stakeholder involvement and participation in the *Regional Technical Planning Committees* (SH, SSFM and EEV), and their respective *District Stakeholder Groups*.

1. Linkage with Higher Level Planning
RMP's must be consistent with higher level plans. Representatives of LRMPs (Land and Resource Management Plans) and Strategic Land Use Plans are invited to participate in annual evaluations of the overall resource management and investment planning.

> Performance measure: participants in annual evaluations indicate that RMPs and investment plans are consistent with the intent of higher level plans.

2. Who Is Invited to Participate
Those who have relevant technical expertise should be invited to participate in development of local and regional RMPs. Industry, labour, First Nations, environment, community, and government organizations may be invited to participate at the discretion of local resource management planning committees.

> Performance Measure: The RMP appendices must indicate that stakeholders with relevant technical expertise were invited to participate, or provide input and feedback to the three *Regional Technical Planning Committees*. The RMP documentation must also indicate where other stakeholders, including government, private sector, First Nations, community, industry, labour, and environmental organizations were invited to participate in investment planning and/or in evaluation of the overall process.

3. Resource Management Planning Transparency
Interested parties should be invited to contribute input and/or feedback, and should be kept informed of the progress of each *Regional Technical Planning Committee*.

> Performance measures: participants and interested parties indicate that they felt well informed about the planning process and context of each Regional Technical Planning Committee.

4. Partner Involvement in *Technical Planning Committees* & *District Planning Teams*
The degree of partner involvement in each committee or *Tactical Planning Team* is explicit. Those invited to participate are informed of whether their role is to directly participate, provide advice in decision making, or to review and provide comment.

> Performance measure: participants indicate a clear understanding of the level(s) of involvement being invited.

5. Diversity of Opportunities
There are a variety of opportunities for involvement. The RMP process is designed to accommodate the diverse ways that people receive and provide information and the variety of desired levels of involvement.

> Performance measure: individuals within categories of intended participants indicate that they perceived appropriate options in the type and level of their involvement.

6. Plain Language

Technical terms and acronyms are defined or explained. To create fair opportunities for participation, technical terms and acronyms are clearly defined and/or explained in plain language.

> Performance measure: plans and presentation materials are tested on non-experts and necessary clarifications are made.

7. Utility
Involvement in planning is designed to be productive. Input and feedback is gathered when there are clear intentions and plans for use of that information.

> Performance measure: input and feedback is systematically documented, analyzed, and considered in decision making.

8. Public Accountability
Planning processes are designed to maximize the effectiveness and efficiency of public investments in resource management. Agreement holders and other invited parties provide input and feedback for the purpose of contributing to the public interest.

> Performance measure: government agencies observe a shift of planning focus from inputs and private interests to outcomes and the public interest.

9. Closing the Loop
The communication loop gets closed. Feedback/input is thoroughly documented and made available to all participants. Participants are informed of how their input/feedback has been used.

> Performance measure: each effort to gather opinion is followed by efforts to inform participants of findings and how these have been used.

10. Process Development
Planning processes are continuously improved. Interested parties are invited to provide input and feedback on the planning process itself.

> Performance measure: process evaluation is included as a component in each involvement exercise.